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NPIC/TSSG/DED-1580-69  
10 April 1969

**MEMORANDUM FOR:** Chief, Technical Services & Support Group

**SUBJECT :** Comments on Memorandum IEG/PHD-49-69, dated 4 Apr 69

**REFERENCE :** (a) [REDACTED]  
(b) Precise Measurement Study, Development Objectives, dated 31 Jul 68  
(c) IEG-20-69, dated 15 Jan 69  
(d) IEG-61-69, dated 20 Feb 69

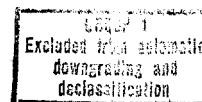
1. First I would like to state that if the decision is made to perform this program as outlined in the subject memorandum the Development & Engineering Division will cooperate in the fullest with the operational divisions. Below is a description of our rationale as to why it was recommended to go the contractor route.

2. It is unfortunate that the Group Chief's decision to undertake the study in-house occurred so late in the fiscal year, since FY 69 money had been earmarked for this program and at this time little opportunity is available for reprogramming purposes. Irrespective of what decision is made here, DED will continue an extension of this type investigation in the future since it is so pertinent in developing advanced systems.

3. The Development & Engineering Division's goal in this program was to obtain reliable information and recommendations as to evaluating, improving, and developing measurement systems and techniques commensurate with present and proposed acquisition systems and requirements. In order to determine these equipment needs and system requirements, it was deemed essential to determine the facts and data on the acquisition-exploitation-utilization relationship as a single integrated package. The DED was well aware that individual components of NPIC had previously sponsored studies in selected areas but none had ever put the total picture together. On this basis the DED prepared development objectives for the program, deliberately keeping the objectives general and encompassing some previously covered areas in order to get an integrated approach.

4. The DED elected to have a contractor perform the study with technical guidance and some degree of operational support. The reasoning behind this approach is as follows:

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- a. **Precedence in NPIC** - Most past studies within the Center were undertaken by contractors instead of in-house. This is true of management, operations, and support as well as development and engineering.
- b. **Objectivity** - Indications are that a qualified contractor could give a better insight and a fresh approach to the overall picture instead of an abstract look into the bits and pieces.
- c. **Cooperation** - Since the original study would have required coordination of the user and acquisition groups as well as different groups within NPIC, it was felt the various groups would be more willing to cooperate with a third party such as a contractor.
- d. **Workload** - With restricted hiring practices and the manpower squeeze, a contractor performing most of the tasks would present less imposition on the already overworked operational units.
- e. **Priority** - With the work under contract the contractor could proceed with the tasks. In the past there has been excellent contractor support from the operational units. With the in-house approach, it might be downgraded in relation to production type work.
- f. **Acceptance** - A third party type report would be more readily accepted since there would probably be no axes to grind nor fear of stepping on toes.
- g. **Experience** - While some components in NPIC are renowned for their specific disciplines, DED was not aware of an in-house capability for performing exhaustive literature searches, analysis of data, testing procedures and reduction and evaluation capabilities.
- h. **Structure of Organization** - With the restriction on categories of employees in NPIC, the assumption was made that a contractor could more readily assemble (or have on board) a team composed of scientists, engineers, associate scientists, technical specialists and engineering clerks to accomplish the tasks.
- i. **Credibility** - Although it should not be a factor, indications are that NPIC usually gives more credence to contractor reports than to in-house findings.

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j. Function - DED proceeded on the assumption that a program of this type is a research and development function.

5. As mentioned previously, if the subject memorandum approach is decided upon, then the Task Team will be afforded full cooperation from DED in proceeding with the in-house Precise Measurement Study as set forth in the subject memorandum. The DED recommends, however, that this program use standard reporting procedures as outlined in DB-1001 and that the DED be included in the coordination cycle. The information obtained from these monthly reports and task reports is expected to be a valuable adjunct to DED in planning its program of Basic Research in Precise Measurement for fiscal 1970 and 1971.

[redacted]  
Chief, Development & Engineering Division, TSSG

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